PENGARUH *LEAN* 4.0 *CRITICAL SUCCESS FACTORS* TERHADAP *SUCCESSFUL LEAN 4.0 IMPLEMENTATION*

(Studi pada Industri *Startup* di DIY dan Jawa Tengah)

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh Worker-Enabled Technology (WET), *IT-Enabled Technology* (ITET), *Management Related* (MR), *Lean* 4.0 Related (LR), *Employee Well-Being* (EWB), *Organizational Culture* (OC), dan *Digital Readiness* (DR) terhadap *Successful Lean 4.0 Implementation* (SI) pada industri startup di Daerah Istimewa Yogyakarta dan Jawa Tengah. Penelitian menggunakan pendekatan kuantitatif dengan metode Structural Equation Modeling berbasis Partial Least Squares (SEM-PLS). Data diperoleh melalui penyebaran kuesioner kepada 113 karyawan, staf, supervisor, dan manajer startup yang dipilih menggunakan teknik purposive sampling. Hasil analisis menunjukkan bahwa Worker-Enabled Technology, *IT-Enabled Technology*, *Management Related*, *Lean* 4.0 Related, *Organizational Culture*, dan *Digital Readiness* berpengaruh positif dan signifikan terhadap *Successful Lean 4.0 Implementation*. Sebaliknya, *Employee Well-Being* tidak berpengaruh signifikan terhadap *Successful Lean 4.0 Implementation*. Temuan penelitian menunjukkan bahwa keberhasilan implementasi *Lean* 4.0 pada startup lebih dipengaruhi oleh kesiapan teknologi, dukungan manajemen, budaya organisasi, kesiapan digital, serta kemampuan sumber daya manusia dalam memanfaatkan teknologi dibandingkan aspek kesejahteraan karyawan. Penelitian ini memberikan kontribusi empiris terhadap pengembangan kajian *Lean* 4.0 pada industri startup serta menjadi acuan bagi manajemen dalam menyusun strategi transformasi digital yang efektif.

Kata Kunci : *Lean* 4.0, *Critical Success Factors*, *Successful Lean 4.0 Implementation*, *Startup*, SEM-PLS.

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ABSTRAK

This study aims to analyze the influence of Worker-Enabled Technology (WET), IT-Enabled Technology (ITET), Management Related (MR), Lean 4.0 Related (LR), Employee Well-Being (EWB), Organizational Culture (OC), and Digital Readiness (DR) on Successful Lean 4.0 Implementation (SI) in startup companies located in the Special Region of Yogyakarta and Central Java. This research employed a quantitative approach using Structural Equation Modeling with Partial Least Squares (SEM-PLS). Data were collected through questionnaires distributed to 113 employees, staff, supervisors, and managers of startup companies selected using purposive sampling. The results indicate that Worker-Enabled Technology, IT-Enabled Technology, Management Related, Lean 4.0 Related, Organizational Culture, and Digital Readiness have positive and significant effects on Successful Lean 4.0 Implementation. Meanwhile, Employee Well-Being has no significant effect on Successful Lean 4.0 Implementation. These findings suggest that the successful implementation of Lean 4.0 in startups is primarily determined by technological readiness, managerial support, Organizational Culture, Digital Readiness, and employees' technological capabilities rather than Employee Well-Being. This study contributes to the empirical development of Lean 4.0 literature in startup organizations and provides managerial insights for developing effective digital transformation strategies.

Keywords *: Lean* 4.0*, Critical Success Factors, Successful Lean 4.0 Implementation, Startup,* SEM-PLS.